


TRANSMITTAL SLIP		DATE 31 Mar 77
TO: All NIOs		
ROOM NO.	BUILDING	
REMARKS:		
<p>Attached please find <span style="border: 1px solid black; display: inline-block; width: 80px; height: 1.2em; vertical-align: middle;"></span>  <span style="border: 1px solid black; display: inline-block; width: 80px; height: 1.2em; vertical-align: middle;"></span> paper on estimating as  promised by Mr. Lehman</p> <p style="text-align: center;"></p>		
FROM: Mark		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

## DISCUSSION POINTS

### NFIB ROLE IN NIE PROCESS

1. National Intelligence Estimates should serve as a basis for senior-level policy formulation and subsequent implementation and, as such, they should issue driven to the extent feasible. At the same time, NIE's should continue to provide a national-level source of reference material on foreign activities.
2. NFIB should assist the Community in developing a better appreciation of the critical issues and decisions facing senior policy makers and in identifying and providing the most appropriate intelligence contribution. To this end the following three-part approach is suggested:
  - a. NFIB should schedule regular meetings with senior officials, including the President, in order to more clearly perceive the issues, the options available, and the information requirements.
  - b. NFIB should identify and prioritize those issues and topics on which an Estimate is to be prepared and should review the Terms of Reference for each Estimate for form, substance, timeliness and relevance to the issue.
  - c. NFIB should review the Estimate for factual accuracy, completeness, judgments, and utility to the policy maker. The review process should insure adequate NFIB guidance well in advance of the approval of the final document.
3. National Intelligence Estimates should have the following characteristics;
  - a. Breadth and depth should be tailored to the issue at hand and the specific needs of the customer
  - b. Factual information should be distinguished from analytical judgements and interpretations

- c. There should be a sharper focus on agreements within the Community as well as on a reasonable range of differing opinions. This approach might alleviate the need for an extra-community "B" team.
- d. Judgements should encompass the likely foreign impact and implications of the range of options available to the policy makers.

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